



FEMA

R810

Dear National Fire Academy Student:

Congratulations on your acceptance into the U.S. Fire Administration's National Fire Academy's Volunteer Incentive Program *Leadership and Administration* course. We look forward to your arrival, and hope to provide you with a rewarding learning experience. Please review and complete the enclosed pre-course materials.

It is important to note that this is a 6-day course, and the first day of class will begin on Sunday at approximately 8:30 a.m. just after orientation. Orientation will normally commence at 8 a.m.; however, make sure you confirm this when you check in. Subsequent classes will meet daily from 8 a.m. to 5 p.m., with graduation occurring on Friday at 4 p.m. Adjust your travel plans to arrive early or to stay later if you wish to tour the Washington, DC, or Gettysburg, Pennsylvania, areas. Students who plan to arrive in the area earlier or depart later should be aware that we will not be able to provide transportation or on-campus housing to meet such adjusted travel plans.

Increasingly, students and instructors are bringing laptop computers to campus. Although not required, you are encouraged to consider doing so. REMINDER: You alone are responsible for security and maintenance of your equipment. The Academy cannot provide you with computer software, hardware, or technical support to include disks, printers, scanners, etc. There are a limited number of 120 Volt AC outlets in the classrooms. A Student Computer Lab is located in Building B and is available for all students to use. It is open daily with technical support provided in the evenings. This lab uses Windows 2000 and Office XP as the software standard.

Should you need additional information related to course content or requirements, please feel free to contact Mr. Charles Burkell, Executive Development Curriculum Training Specialist at (301) 447-1072 or email at Chuck.Burkell@dhs.gov

Enclosure

Sincerely,

A handwritten signature in black ink, appearing to read "Denis Onieal".

Dr. Denis Onieal, Superintendent
National Fire Academy
U.S. Fire Administration



FEMA

R810

Dear *Leadership and Administration* Student:

Congratulations on your acceptance into the National Fire Academy Volunteer Incentive Program *Leadership and Administration* (R810) course. The following instructions will help you prepare for the course:

- 1) It is essential that each student have a fundamental understanding of the leadership principles presented in the book *Leadership On The Line*, by authors Ronald A. Heifetz and Marty Linsky. This can be achieved by reading either of the following publications prior to the first day of class:

The article *A Survival Guide For Leaders* by Ronald A. Heifetz and Marty Linsky. The article will be mailed to you 4 to 6 weeks prior to the start of class.

The book *Leadership On The Line* by Ronald A. Heifetz and Marty Linsky. The book can be purchased in many local and online bookstores for around \$25.

- 2) Carefully read the enclosed instructions regarding identification of an individual who is external to your fire/emergency services organization, and provide the requested information as soon as possible. This memo should be located on the next page.
- 3) Complete the pre-course questionnaire on pages 1 – 5 below and bring the questionnaire to class on the first day.
- 4) Please bring examples with you of any of the materials listed on page 6, if available.
- 5) After reading “*A Survival Guide For Leaders*,” complete the questions on pages 7 – 9 below and bring your completed responses to the first day of class.

Sincerely,

A handwritten signature in black ink that reads "Chuck Burkell".

Chuck Burkell
Training Specialist



FEMA

R810

Dear *Leadership and Administration* Student:

As a required pre-course activity, we are requesting that you identify an individual that is external to your fire/emergency services organization who may have some form of oversight (directly or indirectly) to your organization. Volunteer emergency services organizations provide fire and other emergency services to many types of communities, so the exact title and role of this individual will vary.

Examples could include a mayor, borough manager, district board chairperson, city manager, township administrator, supervisor, or fire authority head. Depending on your situation, your organization may function independently and autonomously from the jurisdiction that your department serves. In either case, we ask that you identify an individual who publicly influences your organization but is not an official within the fire/emergency services organization.

It is important that you communicate the name of this individual with contact information to Mrs. Roxane Deardorff as soon as possible, but **no later than 2 weeks** prior to the start of the class. The ideal manner to transmit this would be via email. Mrs. Deardorff's email address is roxane.deardorff@dhs.gov or please call her at (301) 447-1642.

Thank you for assisting us with this activity.

Sincerely,

A handwritten signature in black ink, appearing to read "Chuck Burkell".

Chuck Burkell
Training Specialist
Executive Development Programs

LEADERSHIP AND ADMINISTRATION

PRECOURSE QUESTIONNAIRE

Instructions:

In the space provided under each question, make some brief written notes of ideas and answers that occur to you. Please be realistic in your written responses.

These questions focus on some of the problems and needs faced by your organization. Hopefully, the course will provide you with tools to deal with them. These questions will form the basis of discussion throughout the course and advance thought will lead to a more fruitful discussion. Your in-class responses will be voluntary.

1. What do you believe are the three most critical problems emergency services organizations face today?

A.

B.

C.

2. What are the three most critical problems facing **your** organization today?

A.

B.

C.

3. Which of the following services are provided by your organization? (Check all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Suppression | <input type="checkbox"/> Disaster response |
| <input type="checkbox"/> Hazardous materials incidents | <input type="checkbox"/> Public education |
| <input type="checkbox"/> EMS | <input type="checkbox"/> Fire prevention |
| <input type="checkbox"/> Rescue | <input type="checkbox"/> Code enforcement or inspection |
| <input type="checkbox"/> Structural | <input type="checkbox"/> Arson investigation |
| <input type="checkbox"/> Vehicle | <input type="checkbox"/> Public relations |
| <input type="checkbox"/> Confined space | <input type="checkbox"/> Open houses |
| <input type="checkbox"/> Trench | <input type="checkbox"/> Blood drives |
| <input type="checkbox"/> High-angle | <input type="checkbox"/> Non-emergency services |
| <input type="checkbox"/> Water | <input type="checkbox"/> Animal rescue |
| <input type="checkbox"/> Transportation | <input type="checkbox"/> Flooding |
| <input type="checkbox"/> Industrial | <input type="checkbox"/> Lock in or out |
| <input type="checkbox"/> Farm | <input type="checkbox"/> List others |
| <input type="checkbox"/> Wilderness | <input type="checkbox"/> List others |

4. What are the three most frequent types of responses made by your organization?

A.

B.

C.

5. What have been the three most serious incidents that your organization has responded to in the last three years?

A.

B.

C.

6. Do you consider the services provided to the community by your organization to be outstanding? Adequate? In need of improvement? Why?

7. What programs, services, and activities does your organization do best?
8. What areas need improvement?
9. Does your organization have strong community support? Why or why not?
10. Do you have adequate personnel to carry out your mission? Are your personnel committed to the organization and rewarded for their efforts?

11. How is your organization financed? Is the financing adequate?
12. In the last three years, has your organization been a plaintiff in a civil suit?
13. Interview five people in your organization. What do they see as the three most significant trends impacting your personnel?

Materials

Please bring examples of any of the following materials that you have available to the course with you.

Single copy:

- Your department's budget and annual financial report
- The Mission Statement for your department
- Marketing information
- Listing of organizations your department has formally or informally identified as partners
- Grant related materials
- Revenue raising ideas

If your organization has developed any of the following items please bring them to class with you. If you are able to provide 30 copies for the class, please do so.

- Recruitment materials
- Retention items (for example, a benefits list)
- Any other item you would like to share with your peers

Study Questions:
“A Survival Guide for Leaders”
by
Ronald A. Heifetz and Marty Linsky

1. What is the difference between a technical challenge and an adaptive challenge?

Technical challenge:

Adaptive challenge:

2. Provide at least one example of each type of challenge from your experiences in the emergency services organization.

Technical challenge:

Adaptive challenge:

3. Cite at least three ways to manage opposition to your initiative(s).

-

-

-

4. What are some of the dangers within a leader's being that can derail that leader's efforts?

How can these dangers be avoided or conquered?

5. What are the leadership actions that cause change to be sustainable and not just temporary?

6. Why risk being a leader?

Materials to Bring with You to the National Fire Academy

Please bring examples of recruiting materials (posters, videos, public service announcements, etc.) your department uses or has successfully used in the past.

Please bring a copy of your department's budget and annual financial report.

Please bring a copy of your department's Mission Statement.

NFA WELCOME PACKAGE

Below is information to help you plan your travel to the National Emergency Training Center (NETC). Even if you've taken classes at NETC before, please read it carefully--*procedures may have changed since you were here last, and you will be responsible for complying with the current procedures.* The last page of this package is entitled "CONTACT INFORMATION." We suggest you print it and provide a copy to your family or office staff in case they need to contact you while you are here. Although *friends or family may not stay in Housing*, they are welcome to attend graduation. Please contact NETC Security before their arrival for current security protocol for their entry to campus.

If you have any questions, you may call us at (800) 238-3358 or (301) 447-1000. When you reach the operator, ask for one of the following extensions:

- **Housing/Transportation---1048/1113**
- **Admissions---1035**
- **Food Service---1551**
- **NETC Security---1111**

If you need to fax information to any of the following offices, please note the following fax numbers:

- **Housing/Transportation: (301) 447-1324**
- **Admissions: (301) 447-1441**
- **Food Service: (301) 447-6944**



Travel



Due to increased security precautions, students should bring two photo ID's to campus. PLEASE HAVE THEM WITH YOU, NOT IN YOUR BAGGAGE! If you do not have the photo ID's, you will not be permitted on campus. Security checks will delay your registration at NETC.

TRAVEL BY AIR:

- You must make your own travel arrangements.
- You need to be sure your flights meet the shuttle pickup/departure times, and ticket purchase follows the parameters of travel as defined under "REIMBURSEMENT" in this package.

NETC SHUTTLE SERVICE:

Shuttle service is available between NETC and the airport(s) listed on the "COURSE SPECIFIC INFORMATION" sheet – a bright pink page enclosed with the acceptance letter you received for this class. **Read it carefully before making flight arrangements!**

If you need bus transportation to NETC from the airport(s) listed on the "COURSE SPECIFIC INFORMATION" sheet (you can ONLY use the airport(s) listed on that sheet!), you should plan to arrive at least 1 hour before bus departure time. **You must call the NETC Transportation Office at least 1 week prior to course start date to reserve a seat. IF YOU DO NOT CALL, SEATING MAY NOT BE AVAILABLE AND TRANSPORTATION TO EMMITSBURG WILL BE AT YOUR OWN EXPENSE.**

Our transportation will be either a motor coach/charter bus identified with NETC signage in the front window/door, or a maroon passenger van with the NETC signage in the front window. For security reasons, our drivers cannot leave their vehicles SO YOU WILL NEED TO LOOK FOR THE BUS OR VAN. You may contact the NETC Transportation Office a day before your arrival to inquire as to which vehicle will be used. *If you do not see the carrier 5 minutes prior to the pickup time, please call the NETC Transportation office for guidance.*

SHUTTLE PICKUP POINTS AT EACH AIRPORT: (check your “pink sheet” as to which airport you may use)

- **Ronald Reagan National Airport (DCA):** Pickup is near the Travelers’ Aid Desk in Terminal ‘B’ (Lower Level, between gates 5 & 6). Buses depart from the inside lane and vans depart from the outside lane. If you arrive in Terminal ‘A’ please take the Economy/Rental Car airport bus shuttle to Terminal ‘B’, lower level, or walk across the terminal connector and go downstairs to exit door number 5, on your left.
- **Baltimore/Washington International Airport (BWI):** Pickup is near the Lower Level Baggage Claim Areas 10 & 11 at United. There is not a Travelers’ Aid Desk in this location. Buses and vans depart from the outside lane.
- **Dulles International Airport (IAD):** There is a Traveler’s Aid Desk between Baggage Claim Areas 4 & 5 on the baggage level, located at the east end of the terminal. Go up the ramp and out exit-door number 6.

DELAYED FLIGHTS: If you were scheduled to use the NETC transportation and your flight was delayed for other than weather-related reasons, the airline is responsible for your transportation to NETC. If they will not transport you, please call the Transportation Office when you arrive at the airport (it will be approximately 2 hours before we can pick you up). **If you choose not to use NETC transportation and arrange for other transportation, it will be at your own expense.**

IF DRIVING:

- You may arrive on campus any time after 12:30 p.m. the day before your course begins.
- You must depart campus after the end of your course, except for courses with a next-day departure date.
- Student parking is provided north of the NFA classroom building (J Building).
- Your vehicle must be registered at Housing/Security for stipends/security reasons, even if you do not stay on campus.

DIRECTIONS TO NETC:

- ♦ **From Baltimore:** I-695 (Baltimore Beltway) to I-70 West (towards Frederick) to Route 15 North to Emmitsburg. Left turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).
- ♦ **From Washington:** I-495 (Washington Beltway) to I-270 North (towards Frederick) to Route 15 North to Emmitsburg. Left turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).
- ♦ **From Philadelphia and East:** Pennsylvania Turnpike West to Harrisburg, Exit 17 (Route 15). Go South on Route 15 to Emmitsburg. Right turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).
- ♦ **From Pittsburgh and West:** Pennsylvania Turnpike East to Harrisburg, Exit 17 (Route 15). Go South on Route 15 to Emmitsburg. Right turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).



Registration

Where do I register?

- Class, dormitory, and vehicle registration will take place in Building C Lobby.
- You may have to walk some distance to your lodging. We recommend you bring luggage with wheels.

If I’m claiming travel reimbursement, what do I need at registration?

- **A copy of a check for an account that bears your name.** Deposit slips or accounts for an organization or another individual are not acceptable; a copy of a check is the best source for the correct financial information.
 - * We’ve found it speeds up registration if you fax the information to the admissions office PRIOR to your course start date. Please include your name, Social Security Number, and course code/title/date on the fax. Please be sure that the copy is legible.
 - * If your account is with a credit union, or if the account is payable through another bank, please have the bank provide you with the routing and account numbers for ACH deposit.

- * If you do not have a personal account, please contact the Admissions office (301-447-1035) prior to your arrival for further instructions.
- **If traveling by air/train you'll also need a copy of your ticket** that shows an itinerary of your trip, and indicates proof that the ticket was purchased at least 21-days in advance, and is non-refundable.
 - * If you have an electronic ticket, you must submit the itinerary receipt (with ticket number and actual payment amount shown as having been paid).
 - * If you are requesting additional reimbursement for transportation/lodging/meal costs, you must submit **original receipts. Prior, written approval is required to be eligible for reimbursement of these expenses.**
- **If driving**, in addition to account information,
 - * automobile registration
 - * odometer readings
 - * license tag number
 - * If you are driving a state, county or municipal vehicle, you must submit a signed statement from the owning agency on letterhead stationery requesting reimbursement for the student.
 - * If you drove to NETC, but you will not be keeping your car on campus, it must be registered on campus or you will not receive reimbursement.

What if I'm here for back-to-back courses?

- **You will be housed in the same room for the entire length of the stay.**
- **If you stay off campus between the two courses**, you must check out of housing after the first course ends (turn in the keycard and remove your belongings). You will be assigned a new room upon your return.
- **If you choose to leave campus between courses**, your stipend will only encompass one trip.



Lodging

Must I call to make a lodging reservation?

- No, rooms are randomly assigned once you are accepted into a course. Because of the random assignment of rooms, you may/may not be lodged in the same building as your classmates.
- We make every effort to ensure you have a single room. However, if the student count is high, you may be doubled with another student. **PLEASE DO NOT CALL TO REQUEST A SINGLE ROOM.**
- **IF YOU HAVE A DISABILITY AND NEED SPECIAL ACCOMMODATIONS, PLEASE CONTACT THE HOUSING OFFICE AT LEAST 1 WEEK PRIOR TO YOUR ARRIVAL ON CAMPUS.**

Is there a charge for lodging?

- No, not if you are eligible for stipend reimbursement (see "Reimbursement" section).
- If you DO have to pay for lodging, the current charge is \$30/day.
- NETC Housing accepts cash, personal check, travelers check, and credit card (American Express, VISA, MasterCard and Discover).

What if I want to stay off campus? If you choose to stay off campus, it will be at your own expense.

What amenities are in each room?

- private bathroom
- TV and clock radio
- refrigerator
- Linens and towels, with daily housekeeping service.
- telephone with voice mail
- A telephone jack is located in each room for dial-up Internet access. Check with your Internet Service Provider for local calling area access. Out-of-area ISP accessibility will require credit card, third party or collect billing for access from NETC. You should consider bringing a longer cord (10 ft.) if you are bringing your laptop computer.

Are there laundry facilities available?

- Yes, there are coin-operated washers and dryers in each lodging building.
- Laundry supplies may be purchased at the convenience store on campus.

Are family, friends or pets allowed in the lodging rooms on campus?

- No, relatives or friends of NETC students are not allowed in the rooms, and they cannot be lodged on campus. Upon request, the NETC Housing Office will provide information regarding local off campus accommodations; however, you are responsible for arranging and paying for those accommodations.
- Animals are not allowed in campus housing, except for seeing-eye and other guide dogs. Please notify the housing office at least one week in advance if you will be bringing a guide dog.

What time must I check out of my room? Check out time is **9:00** a.m. You may leave your luggage until 9:30 a.m., but it must be packed and by the door. When you return for your luggage, please do not use the bathroom facilities if the room is already cleaned for the next occupant. Please return your key card to the front desk by 9:30 a.m.--you will no longer have access to your room after that time.

Dress Code

It is each student's responsibility to use good judgment in selecting attire which projects a professional image, and is appropriate for both climate differences and classroom activities. If NFA staff determines that your attire is inappropriate, you will be required to change into more appropriate clothing before continuing class.

- **Acceptable attire for classroom settings**

MALES: Shirts with collars, slacks, nice jeans, including departmental uniforms (no T-shirts), shoes and socks. Optional items include sweaters, sport coats, ties, etc.

FEMALES: Dresses, blouses with slacks or nice jeans, skirts, split skirts/skorts, including departmental uniforms (no T-shirts), and shoes. Optional items include sweaters, blazers, etc.

- **Acceptable attire for Graduation:**

MALES: Class shirts or dress shirts with ties and dress slacks, suits, sport coats, or departmental dress uniforms.

FEMALES: Class shirts or blouses with dress slacks or skirts, suits or dresses, or departmental dress uniforms.

- **Shorts, sleeveless shirts, ball caps, flip flops, etc., ARE NOT permitted in classrooms, auditorium, or dining hall. Bathing suits/trunks are not permitted outside the pool area. Dresses, skirts, split skirts/skorts should be no higher than 1" above the knee (no mini skirts).**

Admissions Policies

Attendance:

- **You are required to attend all sessions of the course.** If you do not, you will not receive a certificate and your stipend may be denied.
- NFA students are limited to one reimbursable trip per fiscal year (Oct 1-Sep 30). This means that you will not be considered for another course (excluding pilot offerings) during the same fiscal year without notifying us in advance that you will relinquish your stipend reimbursement.

Substitutions:

- **Substitutions for NFA courses are made from waiting lists; slots do not belong to the departments.**
- All requests to consider an equally qualified person must be in writing and be accompanied by a completed General Admissions Application (FEMA Form 75-5) for the substitute.

Cancellations: Please read your acceptance letter for details, since you may be denied admission to future NFA or EMI courses for 2 fiscal years.

NETC POLICIES/INFORMATION

There are no connections for mobile homes or recreational vehicles available at NETC.

Conduct:

- Federal Regulations (available at the LRC).
- FEMA and NETC Instructions (available at C Lobby, NETC Info Centers, and on NETC Intranet web site).

Smoking:

- All buildings on campus are **NON-SMOKING**, with the exception of the Command Post Pub.
- If you smoke in your room, you may be asked to leave campus, relinquish your stipend reimbursement, and be charged to clean the room.

Firearms: Prohibited on campus!

Due to heightened security requirements, please understand that security and law enforcement personnel may search you, your vehicle or your luggage. Maryland law is very narrow in its definition of Law Enforcement Officers who may carry firearms. For your own protection, and to expedite your processing into NETC, **do not bring weapons of any kind to campus**. Weapons include knives with blades longer than 3 inches, machete, bow & arrows, ammunition, rifles, shotguns, pistols, etc. Sworn/Commissioned and state POST certified officers and federal officers or local officers with concurrent jurisdiction who require a firearm for the performance of **required official duties** must obtain an exception from the Director of Support Services or the NETC Security Specialist prior to arrival on campus. If you do arrive at NETC with weapons of any kind without prior approval, your entry to campus could be significantly delayed.

Alcoholic Beverages: Consumption of alcoholic beverages is limited to the Pub & Log Cabin. Alcohol is not allowed in lodging rooms or vehicles, and will be confiscated. If you do arrive at NETC with or are attempting to bring alcohol on campus your entry to campus could be significantly delayed.

Medical services:

- All medical expenses are your responsibility.
- Local hospitals accept medical insurance identification, cash, check, or major credit card.
- International students should be prepared to pay for medical services in the event the hospital or doctor does not accept foreign insurance coverage.

Student Word Processing Center (located in D Basement):

- Provides IBM® compatible Microcomputers with Internet access and printing capabilities.
- Systems utilize Microsoft Windows 2000 with Microsoft's Office Suite 2000.

Telephones: Outgoing calls can be placed from your lodging room via calling card, collect, or third-party billing.

Faxes:

- Fax services are available at the convenience store for a fee.
- You may receive fax messages up to 4 pages in the Housing Office at (301) 447-1324.
- Anything over 4 pages will not be forwarded by Housing. Please use the fax service available at the convenience store, or have it sent by overnight mail.

Automatic teller machines (located off campus): Inquire at the registration desk at Building C for directions.

Public Transportation: Limited service. Inquire at the registration desk at Building C. Contact the campus convenience store regarding car rentals, at your expense.

NETC recreational activities include:

- Gym with running track
- Exercise room

- Swimming pool
- Tennis/basketball/volleyball (sand and inside) courts
- Bicycles and helmets

Nearby points of interest/recreational facilities:

- National/State parks
- Historic Gettysburg (tours available)
- Golf
- Swimming
- Snow skiing



Reimbursement



Frequently asked questions/answers about reimbursement procedures are enclosed. Please read them carefully. If you have any questions about your eligibility to receive a stipend, please email us at netc-admissions@dhs.gov or call Admissions at (301) 447-1035.

Any exceptions to travel must be in writing and faxed along with documentation to (301) 447-1441, AND approved in writing prior to your course start date. Otherwise, you will only be reimbursed up to the state ceiling amount.

Who is eligible for reimbursement?

- State or local government representatives
- Recognized volunteer organization representatives
- Active emergency management organization representatives
- Representatives from State or local fire organizations

Who is NOT eligible for reimbursement?

- Federal government or private industry employees
- Employees who are contracted to Federal, State or local government entities
- Representatives of a foreign organization
- Foreign temporary employees of U.S. organizations

How will I be reimbursed?

Reimbursement will be electronically deposited into the checking or savings account that you identify.

- **Reimbursement will only be made to an account that bears your name.** You are responsible for reimbursing your department, if applicable. This is a result of increased restrictions by the receiving financial institutions.
- **If you do not have a personal account, please contact the Admissions office prior to your arrival for further instructions.**

If I flew, what will I be reimbursed?

You will be reimbursed the cost of a direct (no side-trips), **21-day pre-purchase, non-refundable** ticket for round/trip transportation by common carrier (economy coach class or less) for each course or back-to-back courses that you attend. Proof of non-refundable fare is required!

- ***If you take sidetrips or travel outside of the defined travel days***, your reimbursement shall be limited to up to but not to exceed the state ceiling fare as noted on the enclosed Reimbursement Ceiling Chart.

- **To eliminate the perception of misuse of government funds, FIRST CLASS, BUSINESS CLASS and REFUNDABLE AIRLINE TICKETS WILL NOT BE REIMBURSED AT FULL FARE**, unless you request, in writing, an exception PRIOR to your course start date, and have received a written approval. Otherwise, your reimbursement will be limited up to the state ceiling amount as indicated on the enclosed State Reimbursement Ceiling Chart.
- **It is your responsibility to find the cheapest ticket available.** Failure to do so may result in your reimbursement being limited up to the ceiling fare as previously noted.
- **Use of frequent flier miles** toward the purchase of a ticket is **NOT** reimbursable.

If I drove, what will I be reimbursed?

You will be reimbursed the current Privately Owned Vehicle (POV) Federal mileage allowance, or the state ceiling, **WHICHEVER IS LESS.**

- POV mileage is subject to validation.
- **If you do not register your vehicle with the Housing Office**, reimbursement for POV mileage may be denied.
- **If someone is dropping you off**, you must have the vehicle verified by the Housing office prior to the vehicle departing campus.
- If you carpool with another student, only the driver will be reimbursed.
- If you drove a rental car, your reimbursement is limited to the POV allowance.

If I took a train or bus, what will I be reimbursed?

- Your reimbursement is limited to the state ceiling.
- You must provide copies of the tickets actually used.
- Reimbursement shall not include costs for sleep accommodations on the train.

If I save money on my airfare, will I be reimbursed for extra expenses?

Yes, **ONLY if your class is 5 days or less in length with no Saturday stay over**, and you save a **minimum of \$250** off the cost of a 21-day pre-purchase non-refundable round trip economy class common carrier ticket. To do this, submit **written** documentation of the savings -- this can consist of itinerary copies of both the original price and the cheaper fare, OR copies of both fares from the Internet. Comparisons should be of like travel. If you do not acquire written approval from Admissions prior to the course date, the extra expenses may not be reimbursed. The following options apply:

a.) You may stay on campus 1 night prior to your regularly scheduled arrival date if lodging is available.

- ◆ Call the Housing/Transportation Office to see if housing and/or transportation is available to NETC on your travel day.
- ◆ If lodging and transportation are not available, we may reimburse you up to \$90 to cover your lodging or transportation expenses. You must provide **original** receipts.
- ◆ If you carpool using a rental car, the rental agency must list (as passengers) all students claiming reimbursement on the rental agreement or only the driver will be reimbursed.

b.) You may stay in the Baltimore/DC metro areas before or after your course.

- ◆ If you save at least \$250 in airfare as noted in the terms above, you may be reimbursed up to \$90/day (2-day limit for savings over \$500) for lodging or transportation expenses. **Original** receipts must be provided. If you carpool using a rental car, all students claiming reimbursement must be listed (as passengers) on the rental agreement or only the driver will be reimbursed.
- ◆ If you stay after your course ends, ask for a Stipend Agreement Amendment (FEMA Form 75-3a) when you register. When you return home, mail it with **original hotel** receipts to Admissions, Room I-216, 16825 South Seton Avenue, Emmitsburg, MD 21727 within 60 days of the start date of the course, or reimbursement **WILL BE DENIED**.
- ◆ You may not stay on campus after the course ends.



Food Service

Must I purchase a meal ticket?

- If you stay on campus, you **must** purchase a meal ticket.
- If you stay off campus, you **must** purchase a break ticket, currently \$2/day.
- If you don't purchase the appropriate ticket, you may be asked to leave the course and we will deny your request for reimbursement.

What is the cost?

- Your meal ticket cost is identified in your acceptance letter.
- The "COURSE SPECIFIC INFORMATION" enclosure identifies what meals are included.
- Meals other than those included in your meal ticket are to be paid for by cash.

What if I'm here for back-to-back courses?

- Your meal ticket includes the time between the two courses.
- **If you stay off campus between the two courses, you must notify the food service contractor before purchasing your meal ticket. If you do not, you will be charged the full amount.**

How do I pay for my meals?

- Cash
- Traveler's checks
- State or Local government checks payable to Guest Services
- Advanced payment by department check. **Please notify your department to include: your name, course code and course date on the check,** and send it to the food service contractor at Building K, 16825 S. Seton Avenue, Emmitsburg, MD 21727. If you need the food service Federal ID#, please call (301) 447-1551.
- Purchase order payable to Guest Services
- Credit card (MasterCard or VISA)
- Guest Services **DOES NOT** accept personal checks.

What if I will not be on campus for the first and last meal identified as part of my meal ticket? You must notify the food service contractor at least 1 week prior to your course start date. If you do not, you will be obligated to pay the full amount.

May I get a refund on my meal ticket? There are no refunds except for emergency departures!

What if I'm on a special diet? Please call the food service contractor or fax your request to (301-447-6944) at least 2 weeks prior to arriving at NETC. They will make arrangements to meet your needs. If you don't make arrangements prior to your arrival, you will be responsible for purchasing the normal meal ticket.

What happens if the bus arrives after the dining hall has closed?

- The food service contractor will provide you with a boxed dinner.
- Snack food is available at the Command Post Pub.

Please continue scrolling for more information.

CONTACT INFORMATION

How do I get a telephone call?

- ◆ The caller may dial your direct extension (301-447-xxxx). If requested, you will be provided with your extension at check-in. Numbers are NOT given to anyone else.
- ◆ The caller may dial (301) 447-1048. The Student Coordinator will either transfer the call to your room or take a message and place it on the message board located in 'C' Lobby, which you should check daily.
- ◆ **NETC *will not accept personal telephone calls to students from the (800) number.*** Family members should dial 301-447-1000 to contact a student.

What if the call is an emergency?

- ◆ The caller should state that the call is an emergency.
- ◆ The message will be delivered to you immediately unless you are not on campus.
- ◆ If you are leaving campus for a period of time, you should notify security where you can be reached.
- ◆ If you must return home due to an emergency, check out with the Housing Office in C-Building before you depart the campus!

How do I get mail?

- ◆ Mail is delivered to C Lobby Monday through Friday, except Federal holidays.
- ◆ All packages are x-rayed and no delivery is provided on weekends or holidays.
- ◆ Letters or packages should not be mailed to reach NETC BEFORE you arrive, since mail-holding areas are not available. Mail received when you are not on campus will be automatically returned to the sender.
- ◆ Outgoing mail should be deposited in the mailbox located near 'K' building (Dining Hall). The NETC mailroom cannot mail outgoing items for students.
- ◆ Address:

(Your name)--Student
National Emergency Training Center
Building C, Room (**Room numbers are provided upon arrival**)
16825 S. Seton Avenue
Emmitsburg, MD 21727

National Emergency Training Center
16825 South Seton Avenue
Emmitsburg, Maryland 21727

FREQUENTLY ASKED REIMBURSEMENT QUESTIONS

1. **Why must I be reimbursed electronically?** Public Law 104-134 mandates that after January 1, 1999, all Federal payments shall be made by electronic funds transfer unless a waiver is obtained from the Secretary of the Treasury.
2. **If my organization paid for my ticket, may I request that the reimbursement to go to them?** No. Due to increased restrictions by the receiving financial institutions, we will only deposit money into an account bearing your name. It shall be your responsibility to reimburse your organization. This policy was effective on January 1, 2002.
3. **What if I don't have a checking account?** The money can be deposited into a savings account. You need to call the admissions office (301-447-1035) and we will send you a form to complete. If you don't have a checking or savings account, you **MUST** submit a letter stating that fact, and a check will be sent to your home address. However, your reimbursement will take longer (up to 12 weeks).
4. **How will I know when it's deposited?** The entry in an account may differ from bank to bank, but most likely it will be listed as "FED SALARY, FEM2, or TREAS" and will probably **NOT** have your name next to it.
5. **How long will it take for me to receive reimbursement?** The reimbursement should be made to your account no later than 6-8 weeks from the course start date. If after 8 weeks you still haven't received your reimbursement, please call the admissions office at (301) 447-1035 or email us at netc-admissions@dhs.gov to check on the status of your claim.
6. **Do I receive reimbursement for parking, shuttles and travel between my home and my local airport?** No, those expenses are part of the student's share of the stipend program.
7. **Will I be reimbursed for my meals?** No, that expense is also part of the student's share of the stipend program.
8. **What information should I bring when driving my Privately Owned Vehicle (POV)?** You must show a picture ID (we recommend you bring two in case our security level is elevated), registration card, and have your odometer readings and license tag number **PRIOR** to receiving your room key. Some states do not require the registration to be in the vehicle. However, you must submit a copy of your POV registration to be eligible for a stipend.
9. **What if I'm driving with family, and they will be using the car off campus while I'm at NETC?** You must register your car on campus prior to your family taking the car off campus or you will not be eligible for reimbursement.
10. **What documentation do I need if I am driving my organizational vehicle and they want to be reimbursed for my mileage?** In addition to the information listed in question #8, you also need a statement from your organization, on organization letterhead, stating that reimbursement is requested. If you carpool with another student, only one driver will be reimbursed. As stated in #2, the reimbursement will be made to your account, and it will be your responsibility to reimburse your organization.
11. **What is the basis for the driving mileage allowance?** Your reimbursement will be limited to the current POV Federal mileage allowance, or the state ceiling, **WHICHEVER IS LESS**. POV mileage is subject to validation.

12. **What if I am submitting an electronic airline ticket?** You must submit the itinerary receipt (listing the ticket number and showing that payment was made) at registration. If the itinerary does not identify that the ticket is non-refundable, you need to provide us with documentation that the ticket is either non-refundable or the cheapest fare available at the time you purchased your ticket. If you do not provide the documentation to us, we will only reimburse you for the amount shown as your state's ceiling amount on the reverse of this page.
13. **What do I need to provide if I take a side/extended trip?** If the cost is less than your state's ceiling amount, you will be reimbursed for the cost of the ticket. If the cost is higher than your state's ceiling amount, your reimbursement will be limited to your state's ceiling amount.
14. **What would delay my stipend being processed?** Not having any of the following: your airline ticket, itinerary with ticket number and payment made, POV information, request from your organization for reimbursement, or the appropriate direct deposit information. If you bank with a credit union, please have them confirm your routing and account numbers.
15. **What would reduce my stipend claim?** Your stipend might be reduced if you purchased a refundable, first- or business-class ticket; took side trips or had extended stays; or purchased your ticket within 21 days of the course start date.
16. **Will I be reimbursed for the airfare if frequent flyer miles are used?** Frequent flyer miles cannot be reimbursed because you would not be incurring out-of-pocket expenses.

**THIS TABLE WILL BE USED TO DETERMINE REIMBURSEMENT FOR
THOSE STUDENTS WHO:**

- Chose to drive or travel by train
- Did not purchase their tickets at least 21-days in advance
- Did not purchase non-refundable or show proof of non-refundable fare
- Took side-trips or extended stayovers

STATE	SAT STAYOVER	NO SAT. STAYOVER
AK – Alaska	\$810.00	\$810.00
AL – Alabama	\$285.00	\$305.00
AR – Arkansas	\$320.00	\$370.00
AZ – Arizona	\$420.00	\$485.00
CA – California	\$490.00	\$585.00
CO – Colorado	\$455.00	\$550.00
CT – Connecticut	\$215.00	\$220.00
DC – District of Columbia	\$75.00	\$75.00
DE – Delaware	\$120.00	\$120.00
FL – Florida	\$350.00	\$360.00
GA – Georgia	\$350.00	\$360.00
HI – Hawaii	\$915.00	\$1000.00
IA – Iowa	\$355.00	\$400.00
ID – Idaho	\$485.00	\$500.00
IL – Illinois	\$300.00	\$300.00
IN – Indiana	\$295.00	\$295.00
KS – Kansas	\$315.00	\$315.00
KY – Kentucky	\$265.00	\$300.00
LA – Louisiana	\$340.00	\$385.00
MA – Massachusetts	\$240.00	\$240.00
MD – Maryland	\$75.00	\$75.00
ME – Maine	\$330.00	\$450.00
MI – Michigan	\$320.00	\$415.00
MN – Minnesota	\$385.00	\$585.00
MO – Missouri	\$315.00	\$315.00
MS – Mississippi	\$315.00	\$370.00
MT – Montana	\$575.00	\$800.00
NC – North Carolina	\$315.00	\$315.00
ND – North Dakota	\$450.00	\$880.00
NE – Nebraska	\$340.00	\$435.00
NH – New Hampshire	\$180.00	\$180.00
NJ – New Jersey	\$150.00	\$150.00
NM – New Mexico	\$385.00	\$385.00
NV – Nevada	\$440.00	\$500.00
NY – New York	\$200.00	\$235.00
OH – Ohio	\$250.00	\$250.00
OK – Oklahoma	\$340.00	\$425.00
OR – Oregon	\$450.00	\$480.00

- If you are from a Trust Territory, you need to contact the Admissions Office regarding reimbursement restrictions, or your stipend may be limited.

**THIS TABLE WILL BE USED TO DETERMINE REIMBURSEMENT FOR
THOSE STUDENTS WHO:**

- Chose to drive or travel by train
- Did not purchase their tickets at least 21-days in advance
- Did not purchase non-refundable or show proof of non-refundable fare
- Took side-trips or extended stayovers

PA – Pennsylvania	\$120.00	\$120.00
RI – Rhode Island	\$205.00	\$230.00
SC – South Carolina	\$375.00	\$395.00
SD – South Dakota	\$430.00	\$700.00
TN – Tennessee	\$285.00	\$365.00
TX – Texas	\$350.00	\$375.00
UT – Utah	\$425.00	\$480.00
VA – Virginia	\$140.00	\$140.00
VT – Vermont	\$330.00	\$470.00
WA – Washington	\$450.00	\$460.00
WI – Wisconsin	\$330.00	\$360.00
WV – West Virginia	\$200.00	\$200.00
WY – Wyoming	\$540.00	\$635.00

- If you are from a Trust Territory, you need to contact the Admissions Office regarding reimbursement restrictions, or your stipend may be limited.